THE CITY OF LYNCHBURG

Information Technology
STRATEGIC PLAN

FY2022 - FY2024

INTRODUCTION

Under the leadership of Mayor MaryJane Dolan and Interim City Manager Reid Wodicka, the City of Lynchburg's Information Technology (I.T.) Strategic Plan is the result of a comprehensive and thorough assessment of the City's existing technologies, operational requirements and service delivery needs. It is the cornerstone of the I.T. roadmap to ensure that investments in strategic business technologies are sound and deliver the highest possible value to the City and its constituents.

Every three years, this document is compiled and updated annually and is the product of a collaborative effort from the leadership of City departments and the I.T. management team. The collective vision of department leaders, strategies and actions for information technology investment have been identified. These strategies and actions are grouped into four focus areas for fiscal years 2022 – 2024, Transformation, Accessibility and Transparency, NextGen Infrastructure and Empowering Employee Workforce.

This past year was one of the most challenging ones in history with the pandemic, and all City departments rose to meet those challenges by adapting and innovating how services could be delivered to citizens without skipping a beat. The I.T. Department equipped employees with more mobile technologies quickly to support the demand to work remotely in a secure manner, meeting and planning using virtual technologies while enabling alternate ways to serve our customers.

I'm proud of how we have worked together to achieve the success as we were recognized again by the Center for Digital Government as a Top-Ten Digital City for the 17th year in a row. We were ranked first in 2007, 2008, 2017 and 2019 and second in 2010, 2011, 2016, 2018 and 2020. Lynchburg was also recognized in 2020 as the only city in the survey to win the Google sponsored "Future Ready" award!

Terry Hutchens
Chief Information Officer

CONTENTS

I.T. GUIDING PRINCIPLES

Shared principles across all City departments are a necessity for the most effective use of the City's technology resources. Nine fundamental principles are defined to guide the City's information technology initiatives and investments. These principles closely follow industry best practices and trends.

4

USE OF COMMON DATA
Common data will be used across departments and shared to the fullest extent possible.

5

BUY VS. BUILD
Custom application development will be minimized. "Buy" will be the preference versus "build."

6

PROVEN TECHNOLOGIES
Technologies will have a proven track record or reasonable assurance of high quality and reliable support.

1

DEFINED NEED
Every technology initiative will have a defined business need and department sponsor.

2

SHARED TECHNOLOGIES
Technology will be shared across departments and applied to common work processes where possible.

3

EVALUATED RETURN ON INVESTMENT
Every technology initiative will be evaluated for its full requirements, costs, and return on investment, covering the full lifecycle of the initiative before a solution is developed, acquired and implemented.

7

MINIMAL PROPRIETARY TECHNOLOGIES
Open architectures and standards will be followed and proprietary technology solutions will be minimized.

8

STANDARDS
Technology initiatives will adhere to city-wide standards.

9

STANDARD PROJECT MANAGEMENT
Technology projects will be managed using a standard project management methodology.

VISION

Innovation and responsive delivery of technology to support the City's business needs to making government more accessible, efficient and transparent.

MISSION

To partner in our customers' success through the provision of high quality, information technology solutions and services.

I.T. GOAL ALIGNMENT TO CITY GOALS

I.T. GOALS ➤

CITY GOALS	TRANSFORM THE USE OF TECHNOLOGY BY CITY DEPARTMENTS	ACCESSIBLE AND TRANSPARENT GOVERNMENT	NEXTGEN I.T. INFRASTRUCTURE	EMPOWER EMPLOYEE WORKFORCE
Expanding & Coordinating Workforce	☑			☑
Infrastructure and Connectivity	☑		☑	
Exceptional Public Service Delivery	☑	☑	☑	☑
Accessing Neighborhoods Strengths & Challenges	☑	☑		
Creating & Reimagining Beautiful Neighborhoods		☑		
Developing & Growing Partnerships		☑		
Intentional Long-Term Viability			☑	☑
Competitive & Innovative Employer				☑

TRANSFORM THE USE OF TECHNOLOGY BY CITY DEPARTMENTS

STRATEGY 1
Analyze Existing Applications for Improvements (Upgrades, Replacement, etc.)

- Multi-departmental exploration for RMS/MCT/CAD systems
- Transition to a fully encrypted radio system
- Expand use or replacement of CityLaw
- Integration of new Lynchburg Police Department (LPD) scheduling/timekeeping application with New World Systems
- Fuel site overhaul (cameras, connectivity) with Fuel Master integration with Faster Web
- Review of ParcelViewer, CAMA and Proval Report Writer to meet Assessor's Office needs
- Replacement of ETrakit (end of life)
- New parking system or replacement of T2 system
- New ePCR (electronic patient care reporting) from ESO through the state with Lynchburg Fire Department reporting module
- Expansion of Lucity applications in the field for enforcement transition, building maintenance, Asplundh work orders, tree location & asset tracking

STRATEGY 2
Process Improvements through Reengineering

- Faster, more efficient OnBoarding for new employees – multiple departments
- Expansion of Document Management systems (Laserfiche, Teams, etc.) to meet departmental needs

STRATEGY 3
Innovation with New Technologies

- Smart City capacity sensors with cellular notification for trash receptacles
- Emergency event simulations with Crisis Trak for damage assessment
- Use of vendor-hosted license plate recognition technology

ACCESSIBLE AND TRANSPARENT GOVERNMENT

STRATEGY 1
Evaluate, Prioritize and Implement Enhanced Citizen Customer Service

- City Hall support for new access and security systems
- Parks & Recreation mobile application for expanded citizen engagement
- RecPro improvements for citizen registration
- Process improvements for DMV stops and refund credit balances
- Move to next level of emergency services with ESINET (NG911)

STRATEGY 2
Broader Choices for Citizens to Make Payments

- Payment kiosk deployments to three City locations
- Automate toll booth payments at Airport
- Online & card payment expansion for
  - Parks & Recreation facility rentals
  - Airport rent-a-car fuel billing, fees, badging

STRATEGY 3
Improved Visibility of City Resources/Operations

- Dashboards for permits, urban analysis project
- Expansion of mapping and visualizations with GIS Hubs
- Public video streaming from Airport tower
- Citywide Project Tracking system enhancement for citizen view
- Expanded use of virtual public meetings
- Improved website for Parking

NEXTGEN I.T. INFRASTRUCTURE

STRATEGY 1
Technology Provisions for New or Renovated Facilities

- Network, Telecom & Security support for new LPD Headquarters
- Infrastructure support for Library renovation
- Downtown street renovations – conduits for additional broadband services

STRATEGY 2
Enhance Video Surveillance Systems

- Expansion of video surveillance and resolution with existing monitoring systems

STRATEGY 3
Continuously Improve Security Defense for the City

- Expansion of CIS framework with roadmap to Implementation Group 2
- Fully deployed Multi-Factor Authentication across all remote access
- Integration of encryption requirements with Virginia Department of Social Services
- Provide ongoing employee security education
- Increased security requirements for the Lynchburg Registrar's Office
- Enhance firewall deployments and grants

STRATEGY 4
Investment in Artificial Intelligence and Machine Learning

- Automation in areas where resources are limited and security needs continue to grow; i.e., SCADA networks & databases, security detection and response, threat intelligence, endpoint support, etc.

EMPOWER EMPLOYEE WORKFORCE

STRATEGY 1
Process Improvements

- Change management/project management communication improvements for all job types
- Improved communications to all job types
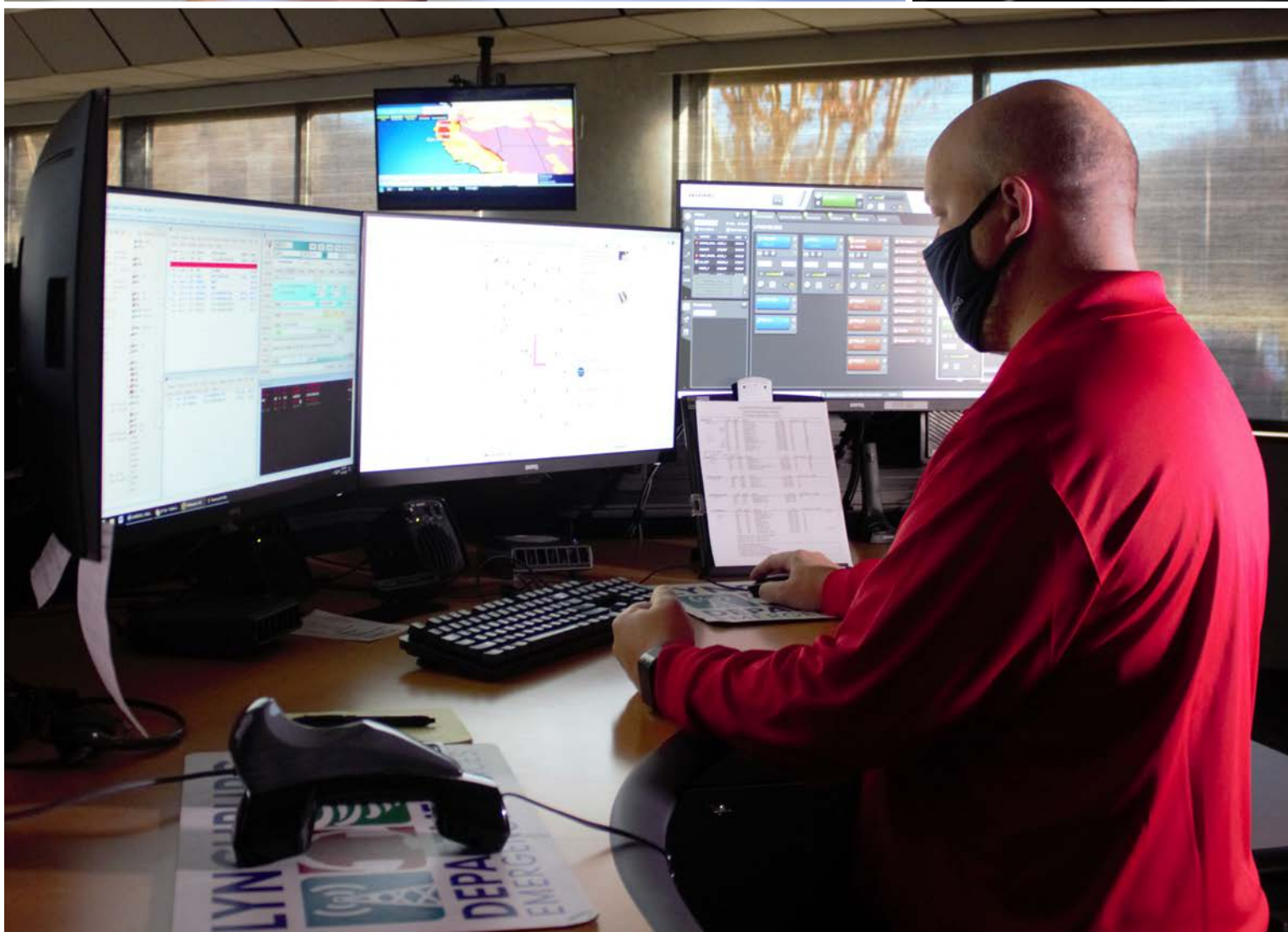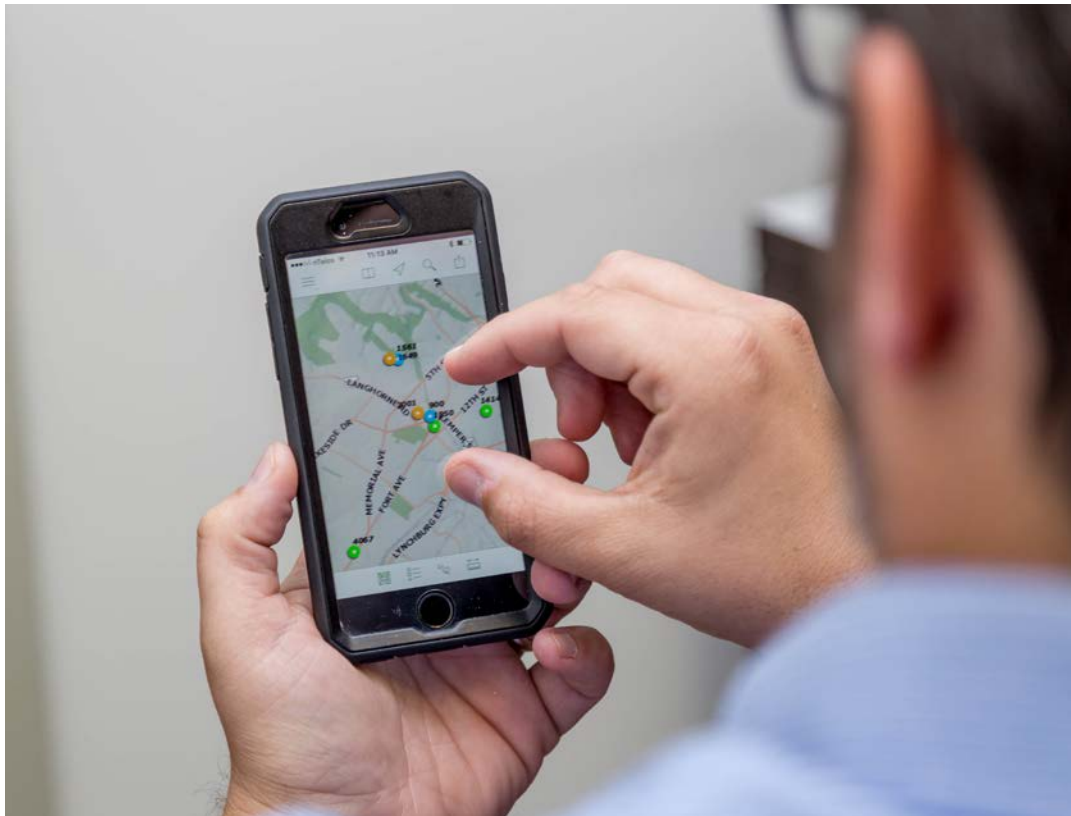- Improved password management across City domains

STRATEGY 2
Mobile Workforce

- Complete refresh of laptops for all desktops where needed
- Additional deployment of tablets and mobile hot spots for field personnel
- Upgrades and additions to Mobile Device Management applications
- Provisions for increased work from home employees

STRATEGY 3
Expansion of Technology Training

- Provide additional on-demand training for employees for City applications
- Expand usage of NeoGov's Learn module for "onboarding"

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www.lynchburgva.gov/information-technology